

	EARLY IDENTIFICATION AND INTERVENTION PROGRAM (EIIP)	Operations Order 4.10.01
	PHOENIX POLICE DEPARTMENT	Rev. 09/06/22 PAGE 1

1. GENERAL INFORMATION

The Early Identification and Intervention Program (EIIP) is the Department's commitment to promote employee success through a problem-solving, non-disciplinary, data-based management tool.

- Holistically, the program is designed to help systematically assess the employee through their performance, to prevent disciplinary actions, and promote employee safety, wellness, and longevity.
- The thresholds outlined in this policy do not automatically result in a mandatory Early Intervention Plan, but rather, require an assessment to determine the appropriate course of action.

2. DEFINITIONS

A. Early Intervention	• A proactive, non-disciplinary, problem-solving approach to supporting and improving an employee's performance based on trends or patterns of potential Risk Behaviors so preventative measures can be implemented, thereby mitigating potential risk and liability to the employee, Department, and City. • Early Intervention is not a substitute for discipline associated with sustained misconduct allegations; however, Early Intervention may be used in addition to a disciplinary process.
B. Risk Behavior/s	• Employee performance which may have adverse effects on the employee, Department, or the public. • Although policy violations could be indicators, Risk Behavior(s) do not always equate to policy violations and could include areas such as communicating with the public/coworkers, driving habits, missing court, timeliness of completing duties, unsound tactics, etc.
C. EIIP Committee	• Committee of selected individuals responsible for determining the adequate completion of Early Intervention Plans. Responsible for providing recommendations and/or feedback on program utilization and effectiveness.
D. Risk Factor/s	• The root cause(s) associated with Risk Behavior(s) such as interpersonal skills, organizational skills, driving skills, tactics, lack of knowledge, unwillingness, on or off duty stressors, etc.
E. Early Identification and Prevention Program (EIIP)	• A collaborative process, managed by the EIIP Unit, of identifying and intervening in areas where employee performance can be enhanced for employees to attain a successful and distinguished career with the Department.
F. Early Intervention Plan (EIP)	• A plan approved by the chain of command or EIIP Committee designed to enhance employee performance through the interventions relevant to the identified Risk Factor(s). Interventions may include, but are not limited to, one or more of the following: <u>Supervisory-based</u> – Intervention handled within the employee's chain of command. * The first-line supervisor will provide guidance and discuss strategies the employee can implement to improve work performance and address the potential Risk Factor(s). <u>Training-based</u> – Intervention requiring formal training opportunities to improve work performance and reduce/prevent the identified Risk Behavior(s). <u>Administrative-based</u> – Intervention actions taken by the Department, such as reassignment (must be initiated by executive-level management) <u>Personnel-Support Service-based</u> – Referral to resources outlined in Operations Order 4.10.00, utilizing support services available to the employee.

	EARLY IDENTIFICATION AND INTERVENTION PROGRAM (EIIP)	Operations Order 4.10.01
	PHOENIX POLICE DEPARTMENT	Rev. 09/06/22 PAGE 2

2. DEFINITIONS (Continued)

G. Early Intervention System (EIS)	- Applications designed to identify Risk Behavior/s through pre-defined and measured thresholds or reports on performance and generate a review of the potential need for Early Intervention. - Intervention actions taken by the Department, such as reassignment, must be initiated by executive-level management. - EISs consist of IAPro, EIPro, BlueTeam, and any source of information that can be defined and measured.
H. Early Intervention Referral (EIR)	An EIIP Unit-generated BlueTeam entry to document Early Intervention Plans.
I. Early Intervention Evaluation Form (EIEF)	A field generated BlueTeam entry to document Early Intervention Plans.
J. Thresholds	Organizational thresholds established for associated incident types to provide a measured approach for employees, supervisors, and the EIIP Unit to initiate an assessment to determine the need for Early Intervention.

3. ROLES AND RESPONSIBILITIES

A. Employee Expectations/Responsibilities

- (1) Review and monitor the [BlueTeam](#) EI Dashboard as to their current department threshold status.
- (2) Comply with all interventions outlined in an Early Intervention Plan (EIP) as a condition of employment.
 - Failure to comply with a prescribed EIP may result in a referral to the EIIP Committee.

B. Supervisor Responsibilities

- (1) Continually assess employees for Risk Behaviors and engage in Early Intervention where appropriate.
- (2) Review the BlueTeam EI Dashboard to assess their new purview of employees when the makeup of a work unit changes.
- (3) At least once per month, monitor each assigned employee's department threshold/Early Intervention status in the BlueTeam EI Dashboard and document any assessments, remedies, or changes as outlined in Section 5 of this policy.

NOTE: Confidential or personal information should not be included in this documentation and supervisors shall make no reference to any personal stressors (i.e., marital issues, family issues, off duty stressors).

- The intervention documentation shall make no reference to any Family Medical Leave Act (FMLA) protected information, medical symptoms, conditions, or diagnoses of the employee.
 - Interventions involving Personnel Support Services will be considered confidential as defined in [Operations Order 4.10.00.E](#).
- (4) If an EIR or EIEF is generated for an employee, the supervisor will attach all relevant documentation from previous Early Intervention assessments or interventions (notes, training, etc.) prior to submittal.
 - (5) Provide contextual insight into current and historical information relating to Early Intervention actions at the request of the EIIP Committee.

	EARLY IDENTIFICATION AND INTERVENTION PROGRAM (EIIP)	Operations Order 4.10.01
	PHOENIX POLICE DEPARTMENT	Rev. 09/06/22 PAGE 3

3. B. (6) If an employee is referred to the EIIP Committee, the chain of command will be responsible for ensuring the implementation of the committee's plan and advising the Commander/Administrator of its completion. The chain of command will be accountable for any further action deemed necessary, to include potential discipline, in order to address at risk behavior or training deficiencies.

- (7) Advise the employee of resources available in [Operations Order 4.10.00 Personnel Support Services](#).

C. EIIP Unit Responsibilities

- (1) Implement, maintain, and operate the EIS.

NOTE: Employees who have been authorized to access the EIS shall only do so in the performance of their duties as outlined in [Operation Order 5.4.00](#).

(2) Provide training and assistance to the EIS users.

- (3) Conduct data analyses, data input, and EIIP Unit-initiated assessments.

- (4) Schedule meetings with the EIIP Committee and provide them with documentation, briefings, or updates as requested or prescribed.

- (5) Continually assess national best practices related to Early Intervention and make recommendations for enhancements as needed.

D. EIIP Committee Members – The following table outlines the EIIP Committee Members.

Voting Members	• Chaired by an Executive, chosen by the Police Chief
	• Representative from City Human Resources Department
	• COB Commander/Administrator
	• Representative from Labor Union(s)
	• Employee Peer Representative
Advisory Members	• Representative from the Training Unit (Lieutenant)
	• Representative from City Law Department
	• Mental health care professional designee
	• Representative from Employee Assistance Unit

E. EIIP Committee Responsibilities

- (1) At a minimum, the committee shall meet quarterly.

(2) Review EIIP data for identified patterns of successes or ineffectiveness resulting from intervention efforts of supervisors and commanding officers.

(3) Assess and prescribe recommendations for any employee referred to the EIIP Committee.

(4) As needed, meet with the employee or the employee's chain of command to discuss/help determine appropriate intervention needs.

(5) Provide recommendations related to the future direction, needs, and ongoing development of the EIIP.

(6) When necessary, provide feedback related to proposed modifications to the EIIP policy.

	EARLY IDENTIFICATION AND INTERVENTION PROGRAM (EIIP)	Operations Order 4.10.01
	PHOENIX POLICE DEPARTMENT	Rev. 09/06/22 PAGE 4

3. E. (7) Responsible for providing recommendations and/or feedback for reviewing emerging trends where appropriate and adjusting threshold levels of early intervention indicator criteria.
 - New indicator criteria will also be considered when and if appropriate.
 - The committee's recommendations for adjusting/changing indicator thresholds will be subject to approval from the Police Chief.

4. **ORGANIZATIONAL THRESHOLDS**

A. The following is a list of organizational thresholds currently in use for employee early identification purposes.

- (1) Incident thresholds are individual, administrative investigations or reports, as designated.
- (2) Overall thresholds encompass all incidents except for Response to Resistance.

INCIDENT TYPE	EMPLOYEE ORGANIZATIONAL THRESHOLDS BASED ON A ROLLING 12 MONTH PERIOD	
	Incidents	OR Overall
Administrative Inquiry	Three (3) Incidents	Five (5) Incidents
EEO	Two (2) Incidents	
Firearms Discharge	Two (2) Incidents	
Missed Court	Two (2) Incidents	
PSB Investigation	Two (2) Incidents	
Supervisor Initiated	Two (2) Incidents	
Vehicle Collision	Two (2) Incidents	
Vehicle Pursuit	Two (2) Incidents	
Response to Resistance	Four (4) Incidents	

B. Department thresholds and Risk Behavior indicators will be periodically reviewed and can be modified, added to, or removed as deemed necessary by the EIIP Committee in consultation with EIIP Unit.

NOTE: All modifications will be subject to the approval of the Police Chief.

5. **EIIP ASSESSMENTS** – Outlines the Early Intervention review and workflow process.

A. **Supervisor's Monthly Assessment**

- (1) Once per month, supervisors will access the BlueTeam EI Dashboard to conduct a general review of each of their employees.
 - (a) If none of the incident cells have yellow or red shading, and there are no other personally observed Risk Behaviors, then the supervisor will discuss with the employee their Early Intervention status and document it in their monthly notes.
 - (b) If one or more incident cells have yellow shading, the supervisors will access the detailed information of the incidents and conduct an assessment to determine if Risk Behaviors are present.
 - (i) If Risk Behaviors **are not** present during this assessment, and there are no other personally observed Risk Behaviors, then the supervisor will discuss with the employee their Early Intervention status and document it in their monthly notes.

	EARLY IDENTIFICATION AND INTERVENTION PROGRAM (EIIP)	Operations Order 4.10.01
	PHOENIX POLICE DEPARTMENT	Rev. 09/06/22 PAGE 5

5. A. (1) (b) (ii) If Risk Behaviors **are** present during this assessment, or there are personally observed Risk Behaviors, the supervisor will do the following:

- Within 14 calendar days of assessment:
 - * Notify their chain of command
 - * Generate an Early Intervention Evaluation Form (EIEF) in BlueTeam
 - * Meet privately with the employee to discuss the Risk Behaviors and to determine the Risk Factors; the employee is encouraged to be an active participant providing feedback
 - * Follow up with the chain of command regarding the outcome of meeting with the employee
 - * Develop and document an Early Intervention Plan (EIP) by following the required documentation outlined in the EIEF summary template

NOTE: No confidential or personal information should be included in this documentation and supervisors shall make no reference to any personal stressors (i.e., marital issues, family issues, off duty stressors).

- * Meet with the employee to go over and initiate the EIP
- Within 30 calendar days of assessment:
 - * Finalize the EIP in the EIEF and route in BlueTeam through the chain of command to the commander/administrator for comments and approval

B. EIIP Unit-initiated Assessment

- (1) When the EIIP Unit receives an incident threshold alert from the IAPro system or information from another relevant source, they will conduct an assessment to determine if Risk Behaviors are present.

- (a) If Risk Behaviors **are not** present during this assessment, the EIIP Unit will notify the employee's chain of command via email of the outcome of the assessment.

NOTE: The employee's supervisor is encouraged to conduct their own assessment and should contact the EIIP Unit if there are any discrepancies.

- (b) If potential Risk Behaviors **are** present during this assessment, and the employee **has not** participated in an Early Intervention Plan (EIP) in the previous 12 months (from the date of the alert), the EIIP Unit will generate an Early Intervention Referral (EIR) and forward it to the employee's chain of command in BlueTeam.

- (i) Within 14 calendar days of assessment the employee's supervisor will:

- Assess the information or incidents related to the EIR for Risk Behaviors
- Discuss the assessment with their chain of command
- Meet privately with the employee to discuss the Risk Behaviors and to determine the Risk Factors; the employee is encouraged to be an active participant providing feedback

- (i) Within 14 calendar days of assessment the employee's supervisor will: (continued)

- Follow up with the chain of command regarding the outcome of meeting with the employee
- Develop and document an EIP by following the required documentation outlined in the EIR Summary template
- Meet with the employee to go over and initiate the EIP

	EARLY IDENTIFICATION AND INTERVENTION PROGRAM (EIIP)	Operations Order 4.10.01
	PHOENIX POLICE DEPARTMENT	Rev. 09/06/22 PAGE 6

5. B. (1) (b) (ii) Within 30 calendar days of assessment the employee's supervisor will:

- Finalize the EIP in the EIR and route in BlueTeam through the chain of command to the commander/administrator for comments and approval

(b) If potential Risk Behaviors are present during this assessment, and the employee **has participated** in an Early Intervention Plan in the previous 12 months (from the date of the alert), the EIIP Unit will notify the employee's chain of command via email and will forward the information to the EIIP Committee to determine how to proceed with an EIP for the employee.

NOTE: Employees may also be referred to the EIIP Committee at the discretion of the EIIP Unit.

Last Organizational Review: